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Knowledge Transfer and Knowledge Sharing

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Factors In Knowledge Transfer

- ❖ Where knowledge is transferred from
- ❖ Media used in knowledge transfer
- ❖ Where knowledge is transferred to

Remember:

- ❖ Only a limited amount of expertise can be captured as explicit knowledge
- ❖ Knowledge transfer facilitates knowledge sharing

Prerequisites for Knowledge Transfer

- ❖ Knowledge sharing recognizes personal nature of people's knowledge gained from experience
- ❖ The myth that "once you build it, they will use it" does not work that well
- ❖ For knowledge transfer to work, it takes change in culture, politics, and attitude

Prerequisites for Knowledge Transfer (cont'd)

- ❖ Instill an atmosphere of trust in the organization
- ❖ Fix culture to accommodate change
- ❖ Push reasoning before process
- ❖ Doing is far better than talking
- ❖ Know how the firm handles mistakes

Prerequisites for Knowledge Transfer (cont'd)

- ❖ Ensure that cooperation and collaboration are not competition or internal rivalry
- ❖ Identify what counts and what makes sense
- ❖ Take a close look at the managers and how they view knowledge transfer
- ❖ Assess employee job satisfaction and the stability of the workplace

Dimensions of Values and Beliefs

- ❖ Authority
- ❖ Collaboration
- ❖ Commitment
- ❖ Compensation
- ❖ Competence
- ❖ Conflict resolution
- ❖ Consistency
- ❖ Cooperation
- ❖ Creativity
- ❖ Empowerment
- ❖ Fairness
- ☀ Motivation
- ☀ Mistake tolerance
- ☀ Participation
- ☀ Partnering
- ☀ Teams
- ☀ Truth, openness
- ☀ Self-management
- ☀ Risk tolerance
- ☀ Innovation
- ☀ Change
- ☀ Focus

Positive Cultural Values

- ❖ Leadership
- ❖ Understanding company mission
- ❖ Culturally internalized management practices
- ❖ Culturally internalized operational practices
- ❖ Culturally driven forces

Factors That Retard Cultural Values

- ❖ Culturally driven forces
- ❖ Understanding company priorities
- ❖ Questionable values
- ❖ Questionable beliefs
- ❖ Lack of trust in the approach or process

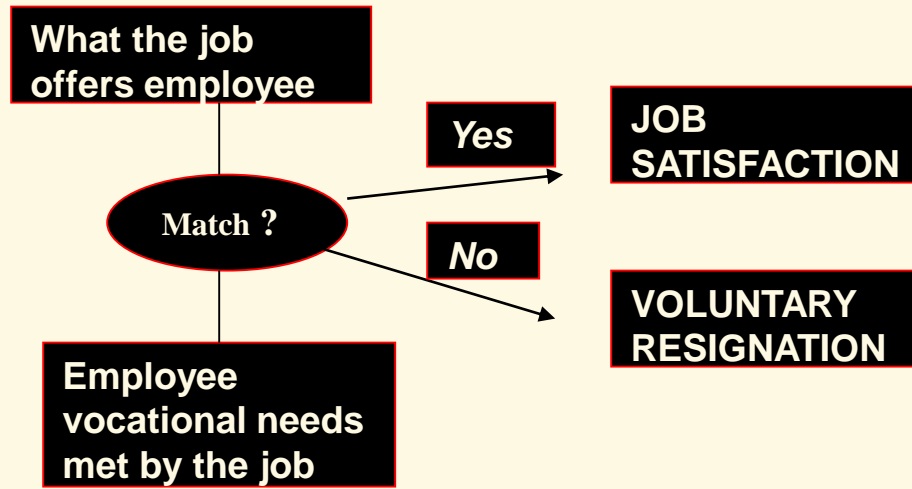
Employee Job Satisfaction and Stability of Workplace

- ❖ Job satisfaction determined by the match between an employee's vocational needs and job requirements
- ❖ Success of knowledge transfer and sharing depends on how satisfied employees are on the job

Major Known Vocational Needs

- **Ability utilization**
- **Achievement**
- **Activity**
- **Advancement**
- **Authority**
- **Compensation**
- **Creativity**
- **Independence**
- **Moral values**
- **Recognition**
- **Responsibility**
- **Security**
- **Status**
- **Supervision—human relations**
- **Supervision--technical**
- **Variety**
- **Working conditions**

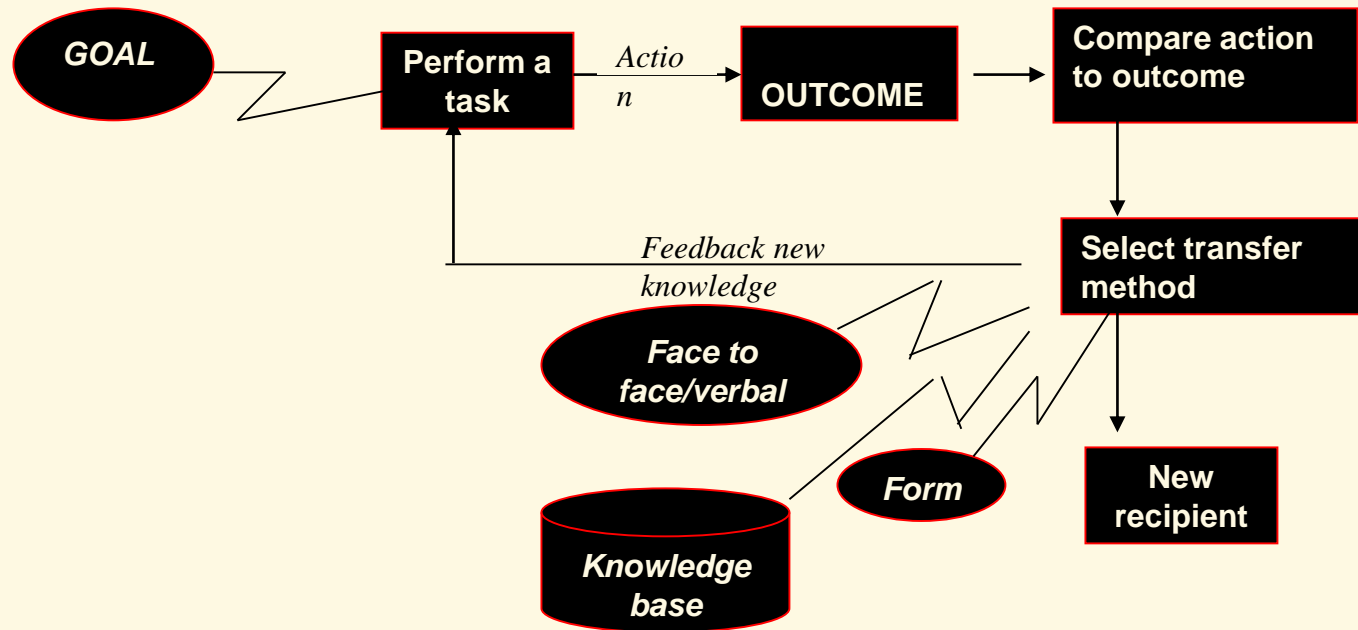
A Conceptual Job Adjustment Model



Transfer Methods

- ❖ A team sets out to perform a specific task
- ❖ Team outcome captured and fed back to same team or another team
- ❖ New knowledge reinforces or improves performance of the team next time round
- ❖ New knowledge also transferred to a knowledge base for others to follow

Converting Experience Into Knowledge



Transfer Strategies

- ❖ Devoting specialized focus on on-site learning
- ❖ Absorbing the heuristics as they occur
- ❖ Adopting the organization's culture to facilitate knowledge transfer and knowledge sharing

Inhibitors of Knowledge Transfer

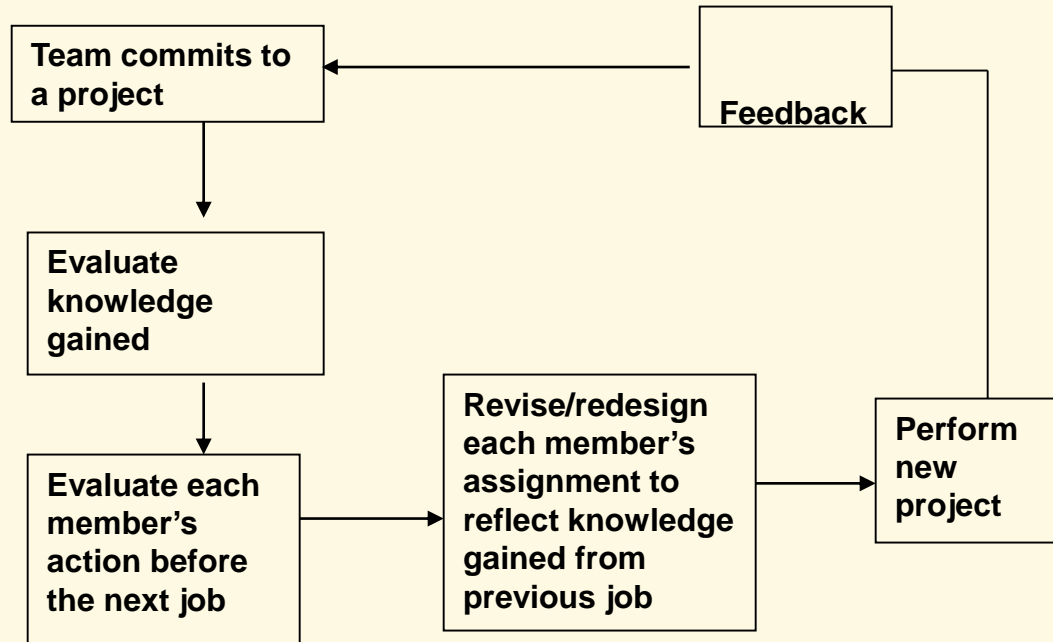
- ❖ Lack of trust
- ❖ Lack of time and conference places
- ❖ Status of the knower
- ❖ Quality and speed of transfer

How Knowledge Is Transferred

- ❖ Collective sequential transfer
- ❖ Explicit interterm knowledge transfer
- ❖ Tacit knowledge transfer

How Knowledge Is Transferred — Collective sequential transfer

- ❖ Collective sequential transfer—specialized team performs same function in other sites



How Knowledge Is Transferred — Collective sequential transfer

Unique features of collaborate sequential knowledge transfer:

- ❖ Team meetings are usually brief, but held regularly as time permits
- ❖ Meetings held with all participants being equal
- ❖ What takes place in meetings kept within the team
- ❖ Focus on the project, not the person or personality

How Knowledge Is Transferred — Collective sequential transfer

Meetings in collective sequential transfer :

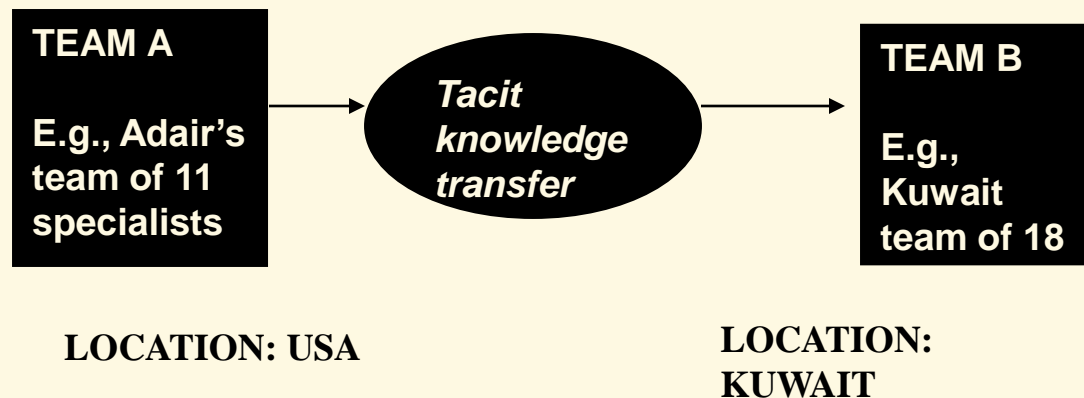
- ❖ Set agenda
- ❖ Keep it small
- ❖ Invite the right people
- ❖ Facilitate the process
- ❖ Take breaks
- ❖ Socialize
- ❖ Show accomplishments

How Knowledge Is Transferred — Explicit interterm transfer

Explicit interterm transfer — allows a team that has done a job on one site to share the experience with another team working on a similar job on another site

How Knowledge Is Transferred (cont'd)

Tacit knowledge transfer—unique in complex, nonalgorithmic projects, where knowledge is mentally stored



Role of Internet in Knowledge Transfer

- ❖ Accommodates knowledge exchange and communication
- ❖ Allows sending messages to multiple persons simultaneously
- ❖ Offers a variety of services
- ❖ Integrates systems and networks

Benefits of the Internet

- ❖ Doing business fast
- ❖ Gathering opinions and trying out new ideas
- ❖ Leveling the playing field
- ❖ Providing a superior customer service and support resource
- ❖ Supporting managerial functions, spreading ideas

Limitations of the Internet

- ❖ Security and privacy vulnerability
- ❖ Exposure to fakes and forgeries
- ❖ Hackers threatening the integrity of files and transactions

Questions for Discussion

- ❖ How would one instill trust in an organization? Discuss.
- ❖ How important do you think trust is in the process of knowledge transfer? Discuss.



Thank You !

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